

Attachment 25

FY 2001-2004 Funding Priorities Consistent with Social Services Master Plan

**Alliance for Human Services of Miami-Dade
Comprehensive Health and Social Services Master Plan**

Countywide Services

Primary Goal

To ensure that consumers and providers have universal access to timely and accurate information about available community services including emergency food assistance and legal services

GOALS	OUTCOMES
Ensure universal access to timely and accurate information about available community resources	<ul style="list-style-type: none"> Increased access to timely and accurate information regarding community resources, eligibility criteria, service hours and languages spoken Complete feasibility study for a web-based resource and referral system
Develop consistent program standards across systems to ensure quality and cost-effectiveness of services	<ul style="list-style-type: none"> Core competencies for case managers across system developed Programs standards are developed and implemented for emergency food programs across all funders
Reduce fragmentation and duplication of emergency services by promoting collaboration among health and social services agencies	<ul style="list-style-type: none"> Standardized cross-system training Increased collaboration across systems
Increase public awareness of the issue of hunger in Miami-Dade County	<ul style="list-style-type: none"> Community at large will have an increased knowledge of the degree of hunger in Miami-Dade county, and best practices to address needs
Ensure access to legal services with priority for services on behalf of indigent persons; victims of domestic violence; persons illegally evicted; individuals requiring guardianship and legal assistance to access public benefits	<ul style="list-style-type: none"> Priority target populations will have access to legal representation
Ensure delivery of county-wide services in a manner which is culturally and linguistically competent	<ul style="list-style-type: none"> Reduced barriers to services Improved outcomes due to increased customer comprehension Customer satisfaction survey implemented
Eliminate barriers to care for persons with physical, sensory or developmental disabilities	<ul style="list-style-type: none"> Identified barriers to care significantly reduced or eliminated

**Alliance for Human Services of Miami-Dade
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Children, Youth and Families

Primary Goal

Strengthening families and communities to improve life chances of Miami-Dade County's children

GOALS	OUTCOMES
Improved health status	<ul style="list-style-type: none"> ▪ Improved birth outcomes
Readiness for school	<ul style="list-style-type: none"> ▪ Quality, affordable and accessible early care and education ▪ Developmental skills sufficient for school entry
Safe and supportive communities	<ul style="list-style-type: none"> ▪ Reduced child abuse and neglect referrals ▪ Reduced juvenile crime
School success/readiness for self-sufficiency	<ul style="list-style-type: none"> ▪ Development and achievement of core competencies ▪ Successful school completion
Improved cross-system collaboration to achieve and maintain effective program outcomes	<ul style="list-style-type: none"> ▪ Availability of core array of services countywide ▪ Availability of intervention services in at-risk neighborhoods ▪ Reduced risks of children and families ▪ Enhanced protective factors ▪ Funding for essential collaborative activities and services in at risk neighborhoods ▪ Ongoing quality improvement

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Elder Services

Primary Goal

Elders living at home as independently as possible, with full access to supports and activities making their lives fulfilling, as determined by the individual

GOALS	OUTCOMES
Support aging in place and prevent unnecessary physical, emotional, financial and health dependence in a manner that maintains dignity and human connectedness	<ul style="list-style-type: none"> ▪ Identified options and areas of needs for aging in place ▪ Access to resources that maintain a healthy life style ▪ Established goals to encourage aging in own residence ▪ Reduced crime and violence in older adults neighborhoods reduced ▪ Increased financial assistance for low-income older persons
Assist older persons one-by-one to maintain optimal independent living and quality of life in a manner that maintains dignity and human connectedness	<ul style="list-style-type: none"> ▪ Interventions leading to optimal independent living ▪ Implementation of services that address health care needs, physical or cognitive deficits of older adults ▪ Implementation of caregiver support programs ▪ Increased care and socialization programs for older adults with physical or cognitive deficits
Protect and/or mitigate the impact of crisis events on older persons	<ul style="list-style-type: none"> ▪ Design and implementation of plans to mitigate the impact of crises
Maintain optimum health and safety of adults who are without available assistance and can no longer live in an independent setting in a manner that maintains dignity and human connectedness	<ul style="list-style-type: none"> • Increased funding to place frail adults in licensed ALF's • Increased number of elders living independently • Maintained dignity and human connectedness
Maintain the health/safety of adults with substantial medical /cognitive deficits needing 24-hour skilled residential care for rehabilitation/sub-acute/long-term maintenance or end-of-life care in a manner that maintains dignity and human connectedness	<ul style="list-style-type: none"> ▪ Improved outcomes in around-the-clock protection, treatment and end-of-life care for frail older adults with substantial medical or cognitive deficits
Improve the quality, accessibility and effectiveness of services to older persons	<ul style="list-style-type: none"> ▪ Improved staff competency ▪ Reduced turnover of direct care staff ▪ Reduced exploitation of older persons ▪ Achieve improvement of services through the Long Term & Managed Care Task Force's HMO Patient Advocacy Program ▪ Achieve improvement of services through HIV/AIDS and Aging Task Forces ▪ A comprehensive assessment needs is updated every three years ▪ Effective and efficient use of long-term care resources

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Comprehensive Health and Social Services Master Plan**

Children and Adults With Disabilities

Primary Goal

To improve access to services in the natural environment and increase opportunities for children and adults with disabilities to achieve their optimum level of functioning and lead lives with dignity and independence

GOALS	OUTCOMES
Improve access to services in the natural environment	<ul style="list-style-type: none"> ▪ Increase referrals to Early Intervention Program ▪ Increase utilization of family support services ▪ Provide array of age appropriate services ▪ Increase number of waiver slots/services utilized ▪ Reduce high risk birth rates ▪ Increase ADA compliance
Improve community and professional awareness of services for children and adults with disabilities	<ul style="list-style-type: none"> ▪ Increase utilization of services ▪ Train professionals on disabilities services and resources across systems ▪ Develop legislation to expand Medicaid Waiver ▪ Access to tri-lingual service information. ▪ List of resources on Web
Empower consumers and caregivers	<ul style="list-style-type: none"> ▪ Development/expansion of 1-800 services ▪ Expand family advocacy programs ▪ Parenting education for special needs ▪ Reduce accidents/injuries ▪ Reduce victimization
Achieve academic and vocational goals to maximize independence in the natural environment and ensure the successful transition of children from exceptional student education programs to post-school education, training and/or work	<ul style="list-style-type: none"> ▪ Complete individual treatment plans ▪ Maximize self sufficiency/independent living ▪ Attain educational, vocational rehabilitation, and employment goals ▪ Referrals for appropriate living accommodations
Improve cross-system collaboration to achieve and maintain effective program outcomes	<ul style="list-style-type: none"> ▪ Standardized cross-system training ▪ Develop standards of care to improve screening and access to services ▪ Ensure countywide continuum services ▪ Increase/maintain collaboration across systems ▪ Improve the quality of services funded by Alliance members

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Health Cluster

Primary Goal

To improve health care outcomes for Miami-Dade County residents in an effort to achieve Healthy People 2010 public health goals established by the U.S. Department of Health and Human Services

GOALS	OUTCOMES
To ensure access to health care for Miami-Dade County's 450,0000 uninsured, under-insured, and other high-risk populations who have insurance, but do not effectively access primary care	<ul style="list-style-type: none"> ▪ Expand neighborhood based health care outreach, promotion and enrollment activities in high need areas ▪ Decentralize primary and urgent health care services to neighborhoods with high rates of uninsured ▪ Expand health care safety net to include legally present immigrants ▪ Expand KidCare to include immigrant children
To improve cross-system collaboration between health and social services agencies in Miami-Dade County in order to streamline eligibility procedures, reduce fragmentation and duplication of services, and eliminate barriers to care	<ul style="list-style-type: none"> ▪ Co-locate health care services in non-traditional sites, including schools ▪ Streamline Medicaid eligibility procedures and/or co-locate eligibility staff in multiple locations ▪ Increase access to internet-based technology for eligibility screening ▪ Promote cross system training in Medicaid eligibility procedures
To reduce health care disparities and address the primary health care challenges for Miami Dade County in the 2001 CATCH study: infectious diseases, cancers, chronic health conditions, maternal and child health issues, and avoidable hospitalizations, and percentage of children vaccinated by kindergarten	<ul style="list-style-type: none"> ▪ Reduced incidence and prevalence of HIV/AIDS, TB, Congenital Syphilis, Hepatitis A ▪ Reduced late stage breast/cervical/prostate cancers ▪ Reduced cardiovascular disease ▪ Reduced Diabetes Mellitus ▪ Reduced births to teens under age 15 ▪ Reduced birth defects ▪ Reduced homicides
To ensure cultural and linguistic competency of health care providers; improve access for persons with physical, sensory and developmental disabilities; and continuous improvements in customer/consumer relations	<ul style="list-style-type: none"> ▪ Reduced barriers to care ▪ Improved customer service ▪ Improved quality of care ▪ Improved outcomes due to increased consumer comprehension and follow-through/compliance with care regimens.

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Refugees, Immigrants and New Entrants

Primary Goal

To help refugees, immigrants and new entrants, regardless of country of origin, develop the knowledge, understanding and necessary skills to adapt to living in South Florida

GOALS	OUTCOMES
Reduce isolation	<ul style="list-style-type: none"> ▪ Ensure shelter, food and health needs are met ▪ Increase access to public benefits ▪ Develop and expand orientation and adaptation clearinghouse for new arrivals ▪ Increase and ensure access to peer and neighborhood based outreach ▪ Maintain peer group identification and support network ▪ Develop and maintain strict confidentiality protections
Empower consumers and caregivers	<ul style="list-style-type: none"> ▪ Obtain employment authorization documents ▪ Obtain or reinstate public benefits for self or dependent family members ▪ Apply for legal status ▪ Provide legal representation for services other than public benefits ▪ Obtain health education/screening and appropriate medical services to include dental and vision
Improve access to services	<ul style="list-style-type: none"> ▪ Increase utilization of core services ▪ Ensure array and availability of culturally competent and language appropriate services ▪ Extend support services for ineligible, special needs populations
Achieve academic and vocational goals to maximize independence	<ul style="list-style-type: none"> ▪ Enrollment in educational, vocational and employment services ▪ Obtain and maintain employment ▪ Increase in literacy and vocational attainment on State of Florida's points scale
Improve cross-system collaboration to achieve and maintain effective program outcomes	<ul style="list-style-type: none"> ▪ Standardize data collection ▪ Promote cross-system training ▪ Provide core array of services countywide ▪ Collaboration activities in high need areas ▪ Provide ongoing quality improvement services ▪ Develop and maintain linkages between agencies funded to serve the target populations

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Special Needs Populations: Substance Abuse

Primary Goal

To reduce the incidence of substance abuse in Miami-Dade County, and to ensure access to effective, culturally appropriate outreach, prevention interventions and treatment modalities for substance abuse to include wrap around services such as transportation, shelter, employment and day care, in order to achieve optimum functioning and self-sufficiency, and reduce risks to the community.

GOALS	OUTCOMES
Expand treatment capacity utilizing proven effective modalities for outpatient and residential treatment for women with or without children, dually diagnosed homeless males, ex-offenders and the elderly	<ul style="list-style-type: none"> Persons who complete treatment will maintain stable employment and housing arrangements, achieve family preservation goals and utilize appropriate relapse prevention/continuing care services
Expand post-treatment housing for substance abusers and the dually diagnosed	<ul style="list-style-type: none"> Substance abusers and dually diagnosed persons completing residential treatment will be linked to appropriate supported housing and ongoing treatment to prevent relapse and avert hospitalization, or entry into the homeless system
Expand science based prevention at the neighborhood level	<ul style="list-style-type: none"> Reduced substance use by adolescents Reduced absenteeism/truancy Increased ability to remain with family Reduced juvenile arrests or court contact Improved health status of newborns
Coordinate post-treatment support and wrap-around services	<ul style="list-style-type: none"> Clients will successfully transition from residential treatment settings to stable supported housing with needed services
Improve cross-system collaboration to achieve and maintain effective program outcomes	<ul style="list-style-type: none"> Collaboration activities in place to ensure effective coordination of care across systems to achieve client treatment goals. Collaboration activities are in place to ensure access to emergency or transitional homeless beds, and supported housing Ongoing quality improvement services are implemented by Alliance partners
Safe communities	<ul style="list-style-type: none"> Reduced family violence, including child abuse, domestic violence and elder abuse Reduced drug related arrests Reduced juvenile crime Diversion of substance abusers from corrections to treatment

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Special Needs Populations: Mental Health

Primary Goals

To ensure access to effective, culturally appropriate outreach, interventions and treatment modalities for children, youth and adults who need mental health treatment, and wrap-around services, including shelter, transportation, employment and day care services, to achieve optimum functioning and self-sufficiency, and to reduce risks to the community.

GOALS	OUTCOMES
Expand outpatient and residential treatment capacity for children as part of a coordinated system of care, regardless of ability to pay	<ul style="list-style-type: none"> Achievement and maintenance of stable employment and housing arrangements, family preservation and continuing care
Implement of expand early identification of children and youth experiencing mental health problems due to family or community violence	<ul style="list-style-type: none"> Provide early intervention services to allow emotionally disturbed children achieve positive outcomes including remaining in functional families, reduced absenteeism or truancy, hospitalizations, arrests or delinquency
Community-wide promotion targeting family, businesses and schools	<ul style="list-style-type: none"> Promote greater community awareness of mental health services and reduce stigma
Expand post-treatment housing services for mentally ill and dually diagnosed populations	<ul style="list-style-type: none"> Reduced hospitalizations and homelessness for mentally ill and dually diagnosed populations
Develop transition services for 14-22 year olds	<ul style="list-style-type: none"> Reduced fragmentation of services and improve outcomes for youth who transition into the adult mental health and vocational rehabilitation systems
Improved cross-system collaboration to achieve and maintain effective program outcomes	<ul style="list-style-type: none"> Screen and refer individuals and families in need of mental health services Collaborate activities to ensure coordination of care across systems to achieve client goals. To include obtaining employment, family reunification, diversion from correctional facilities into treatment, averting homelessness, or ensuring access to emergency or transitional homeless beds, and supported housing, as needed Implement and maintain quality improvement of services

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Special Needs Populations: Homeless and Persons At Risk of Becoming Homeless

Primary Goal

(1) To provide a coordinated, multi-disciplinary response to identify and provide services to individuals and families at imminent risk of homelessness as early as possible in the cycle of substance abuse or destabilization, in order to help them respond more appropriately to life crises and avert the need for more costly interventions; and (2) When preventive and early intervention measures have not been successful, to ensure access to the appropriate emergency, transitional or supported housing, and advanced care services to help them achieve stability and obtain supportive services needed to achieve optimum functioning.

GOALS	OUTCOMES
Ensure continuation of existing homeless services in Miami-Dade County	<ul style="list-style-type: none"> Homeless individuals and families will obtain safe emergency or transitional housing
Improve cross-system coordination of homeless prevention resources, including case management services and emergency assistance to prevent homelessness. Systems include Substance Abuse, Corrections, Courts, Mental Health, Public Health, Ryan White and HOPWA	<ul style="list-style-type: none"> Individuals and families at imminent risk of homelessness will be successfully diverted into affordable housing, or into the appropriate homeless service continuum, with wrap-around services as appropriate
Provide permanent housing with support services to include limited subsidy and case management for non-disabled singles and large families	<ul style="list-style-type: none"> Homeless individuals who are not disabled will be able to transition to supported living arrangements or independent living, as appropriate Upon discharge from homeless shelters or other residential facilities, persons in need of limited subsidy and case management will access supported housing with relapse prevention services for continuing care Extended support services for ineligible, special needs populations
Provide shared support services and supplemental income for undocumented persons to include transition to and sustainment of permanent housing	<ul style="list-style-type: none"> Public and private funders will provide the appropriate mix of services for homeless individuals and families who do not currently qualify for public benefits
Substance abuse and low demand treatment models for intact families	<ul style="list-style-type: none"> Preservation of families Sustain permanent housing Increase number of individuals completing treatment substance abuse free

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

Special Needs Populations: Domestic Violence, Rape and Sexual Assault

Primary Goal

To promote community awareness and education to prevent domestic violence, rape and sexual assault in Miami-Dade County, and to ensure access to, and availability of, culturally appropriate, coordinated, multi-disciplinary service responses for victims and their families in high need geographic areas.

GOALS	OUTCOMES
Improved cross-system collaboration to achieve program outcomes for victims of domestic violence, rape and sexual assault	<ul style="list-style-type: none"> Coordination of services by police, health care providers, the court system, family violence service providers and social service agencies in high need areas to achieve client safety, well-being and self-sufficiency Training of police, health care providers, victim advocates and human service professionals in high need areas to include standardized risk management, evidence collection, reporting protocols, and referrals to available community resources
Ensure the immediate safety of victims of domestic violence and rape and sexual assault, including minor children or elder dependents	<ul style="list-style-type: none"> Access to confidential, multi-disciplinary hospital based support for victims in high need areas Access to victims advocacy services upon receipt of 911 call, to include emergency shelter, or community based care alternatives, upon discharge from hospital or shelter Access to specialized services for children who are victims or witnesses to domestic violence
Accurate data on the extent of domestic violence, rape and sexual assault in Miami-Dade County	<ul style="list-style-type: none"> Reliable numbers upon which to base needs assessments for future Social Services Master Plans and resource allocation activities
Community-wide support and participation in prevention of domestic violence, rape and sexual assault	<ul style="list-style-type: none"> Increase community and professional awareness of prevention and interventions Broaden community involvement in prevention activities to include the public/private sectors
Development of program standards for effective treatment of sexual offenders	<ul style="list-style-type: none"> Access to appropriate treatment modalities reducing recidivism
Access to culturally appropriate, quality prevention interventions and supportive services for child and adult victims of domestic violence and rape or sexual assault	<ul style="list-style-type: none"> Reduced barriers to care and treatment Quality, affordable and accessible care Provide culturally competent services Alternatives to shelter based approaches Access for specialized target populations
Safe communities	<ul style="list-style-type: none"> Reduced family violence, including child abuse, domestic violence and elder abuse Reduced drug related arrests Reduced juvenile crime

**Alliance for Human Services
Comprehensive Health and Social Services Master Plan**

**Criminal Justice Cluster
Ex-Offenders**

Primary Goal

To increase public safety by preventing recidivism and ensuring a smooth transition and successful re-entry of ex-offenders from prison to society

GOALS	OUTCOMES
Safe communities	<ul style="list-style-type: none"> ▪ Reduced drug related arrests ▪ Reduced crime ▪ Reduced community violence, including child abuse, domestic violence and elder abuse
Ensure the timely discharge planning of ex-offenders with adequate resources and coordination, to include issues of family preparation, unification, and reunification	<ul style="list-style-type: none"> ▪ Access to confidential, wrap around support services ▪ Access to services for the mentally ill and dually diagnosed populations ▪ Decreased recidivism rate
Accurate data and analysis providing a profile of offenders, needs and impact of intervention	<ul style="list-style-type: none"> ▪ Reliable numbers upon which to base needs assessments for future Social Services Master Plans and resource allocation activities ▪ Effective treatment intervention match with client need ▪ Reliable numbers upon which to educate the community on cost effectiveness of treatment vs. incarceration
Community wide education and outreach campaign on public safety and cost effectiveness of treatment vs. incarceration	<ul style="list-style-type: none"> ▪ Increased community and professional awareness of prevention and interventions ▪ Increased community involvement in prevention activities to include the public/private sectors ▪ Reduced stigma of community based programs ▪ Reduced cost to community
Development of program standards for effective treatment of ex-offenders to include culturally appropriate, quality prevention interventions and supportive services	<ul style="list-style-type: none"> ▪ Access to appropriate treatment modalities aimed at reducing recidivism ▪ Reduced barriers to care and treatment ▪ Quality, affordable and accessible care ▪ Culturally competent services ▪ Access for specialized target populations
Workforce Development/ Self Sufficiency	<ul style="list-style-type: none"> ▪ Reduced recidivism ▪ Reduced crime ▪ Job training opportunities that lead to employment ▪ Retaining employment
Improved cross-system collaboration to achieve program outcomes for ex offenders	<ul style="list-style-type: none"> ▪ Coordination of services by police, health care providers, the court system, family violence service providers, Miami Dade County Public Schools, and social service agencies in high need areas ▪ Availability of core array of services countywide

**Appendix B-
Service Gaps Identified in the Health and Social Services Master Plan-By Cluster**

Health Care	Culturally Competent Neighborhood Based Outreach and Enrollment targeted to high need communities	Decentralized Primary and Urgent Care Services targeted to areas with high rates of uninsured; improved access to Specialty Care (Expand Trust Care)	Extended Hours (including Weekends) for Service Delivery to Accommodate Working Families	Community Capacity-Building Efforts to assess risk and assets for improving health status of residents in high need communities
	Expand Florida's Safety Net (including vision and dental services) for Lawfully Present Immigrants; Expand KidCare to include Immigrant Children	Promote Health Literacy (Multiple sources of health outreach and education, including media, workplace, church, home and school)	Co-locate health services in non-traditional sites (e.g. schools, shopping centers)	Promote Cross-Training of Case Managers on Medicaid and KidCare Eligibility Requirements
	Promote System-Wide Quality Improvement Efforts to improve Customer Service and Community Relations	Provide Cultural Competency Training for Health and Social Services Providers	Provide Self-Assessment Tools to Help Providers Eliminate Barriers for Persons with Disabilities	Streamline Medicaid Eligibility Procedures and Co-locate Eligibility Staff; Increase access to Internet Technology for Medicaid Screening
Children, Youth and Families	Quality Child Care-Gold Seal (quality, affordable, accessible)	Child Care for the Working Poor (including Pre-K and Head Start, evening and weekend care, and access for special needs children)	Before and After School Care (including school holidays and summers, with access for special needs children)	Healthy Families/Home Visiting and parent education for at risk families
	Academic Supports and Stay-In School Services for youth at risk of dropping out of school	Child Abuse Prevention (culturally competent, home and community based)	Teen Pregnancy and HIV Risk Reduction (curriculum based and school-based multi-disciplinary nurse/social worker teams)	Neighborhood Resource Centers to coordinate prevention and early intervention services as part of continuum of community services
	Family Empowerment (basic skills, appropriate parenting interventions, delinquency prevention, anger management, conflict resolution)	Neighborhood Empowerment (basic skills, community mobilization, conflict resolution, community/police partnerships)	Stay in School-Crime Prevention (case management and academic support for students with DJJ involvement who are at high risk of dropping out of school)	Family Violence Intervention Programs for Youth
	Focus on Best Practices for Serving Youth over age 11 who have been in Foster Care for 5 or More Years	Promote Cross-System Coordination between Community Based Care, Children's Mental Health and Delinquency/Dependency systems	Early Intervention and Treatment Services and Probation and Aftercare Services for CINS/FINS and youth in the Juvenile Justice system	

Appendix B-
Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

Elders	Center Based Care (including Information and Referral, Case Management, Socialization, Nutrition, Assessments, Financial and Legal Counseling, Interactive and Intergenerational Programs)	Specialized Transportation (Inc. escort to shopping, medical appointments and senior centers)	Expanded Nutrition Services —home delivered meals (time limited—with goal of returning to Senior Centers)	Caregiver Education and Supports , including Adult Day Care and Respite Services
	Quality In-Home Services (home care, home delivered meals, housekeeper/chore service)	Emergency Home Repairs (including hurricane preparation)	Improved Cross-System Coordination with Mental Health, Substance Abuse, and Domestic Violence services	Early Intervention Services for elders at risk (models to be developed in FY 2002-2003)
	Expansion of Affordable Housing for the Elderly	Strengthen Information and Referral Linkages (See County-Wide Services)	Explore care coordination models for Long Term Care	Update Assessment of the Needs for Miami Dade County's Elder Populations
Children and Adults with Disabilities	Family Support —Consumer Education and Advocacy to help consumers and caregivers access services	Part C Services (family supports and early intervention) for those who do not qualify for Medicaid	Respite Care , including After School Programs and Summer Camps for children and youth with disabilities	Transition Services (including Parent Liaisons) to assist with transition of youth with disabilities from Dade Co. Public Schools into vocational rehab and adult systems of care
	Caregivers Supports , including counseling to address behavioral management issues, and respite care	Professional Education for Teachers, Health Care Providers, Child Care Workers	Specialized Transportation Services	Direct Therapies —speech, occupational, behavioral, and in-home supports for individuals with developmental disabilities
	Home and Community Based Waiver Services (to address reduced scope of service and/or waiting lists)	Implement Multi-Disciplinary Workforce Development Task Force for Special Needs Populations	Support Life Long Learning Opportunities	

Appendix B-
Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

Refugees, Immigrants, New Entrants	Legal Services for Immigration, access to working papers, services to reduce victimization.	Community Based Adaptation Services (including education about how to access services and information, and linkage to legal services)	Academic/Vocational Services for those who do not qualify for ORR Support due to country of origin	Include Filing Fees for Work Permits, Documents and Supplies for Vocational Training as Allowable Costs of Providing Services to Immigrants and New Entrants
	Expand Florida's Safety Net, including vision and dental care, to Legally Present Florida Residents	Expand KidCare to Include Immigrant Children	Promote Community Awareness of Availability of ESOL through MDCPS	Expand Cross-System Training for Case Managers to Include Non-Citizens' Eligibility for Benefits
Special Needs Populations	Domestic Violence/Rape and Sexual Assault: Cross-system training for health providers, law enforcement and social services providers; culturally competent community awareness activities; non-residential services (South, West and North Dade); strengthen linkages to Aging network	Homeless: Maintain capacity to serve homeless individuals and families; improve cross-system collaboration to prevent homelessness; expand supported housing with wrap- around services; address affordable housing for populations at or below 30% of median income at the policy level; and provide emergency housing assistance vouchers comparable to current	Substance Abuse Prevention and Treatment: Expand capacity for treatment; expand targeted science-based prevention initiatives; improve coordination of SAMHSA and Homeless Trust matching funds; address access to medical and non-medical detoxification beds; strengthen linkages to Aging network	Mental Health Services: Expand capacity, specific gaps noted for transitional programs for youth, age 14-22; improved cross-system collaboration with child welfare system; update the Shared Service Network report (1995); improved early identification of children and youth at risk; strengthen linkages to Aging network
	Supported Housing with Wrap-Around Services (case management, training and employment, substance abuse/mental health treatment)	Improved Cross-System Coordination between Mental Health, Substance Abuse, Homeless and Domestic Violence services	Implement Multi- Disciplinary Workforce Development Task Force for Special Needs Populations	Expand Crisis Intervention Team training to all police jurisdictions in Miami-Dade County

Appendix B-
Service Gaps Identified in the Health and Social Services Master Plan-By Cluster

Criminal Justice: Ex-Offenders Returning to the Community	Comprehensive Assessments with appropriate interventions from point of entry; improved discharge planning; cognitive behavioral therapy; stay in school programs for youth in jail; access to aftercare and wrap-around services upon re-entry	Expand Forensic Case Managers to divert populations into treatment, as appropriate	Improved Cross-System Coordination between Corrections, Medicaid, Workforce Development, Mental Health, Substance Abuse, Homeless and Child Welfare services	Workforce Development: Include ex-offenders as a target population in the Workforce Development Task Force for Special Needs Populations
County Wide Services	Information and Referral: Ensure timely and accurate information about service availability and eligibility requirements, including a web-based resource and referral system with connectivity to all providers	Food Recovery and Distribution: Raise awareness of issues of hunger in Miami-Dade County; develop consistent program standards across systems to ensure quality and cost effectiveness of services; reduce duplication and fragmentation by promoting cross-system collaboration	Legal Services: Ensure access to legal services with priority for services to indigent persons, victims of family violence, persons who are illegally evicted, individuals requiring guardianship services, and persons requiring legal assistance to access benefits	
System-Wide Goals (for ALL Clusters)	Promote Culturally and Linguistically Competent Services as essential for effectively meeting the needs of Miami-Dade County's diverse residents	Improve access to services in the natural environment for individuals with sensory, physical and developmental disabilities	Improved Cross-System Collaboration- The Alliance should continuously spearhead the identification and elimination of barriers to coordination of service delivery for multi-need populations between/among systems of care	Quality Improvement-Promote consumer involvement in needs assessments, program evaluation at every level of the health and social services delivery system
	Promote Literacy and Educational Attainment across all Clusters			